PRSM Project Charter

I. PROJECT TITLE

Project Resourcing and Schedule Management (PRSM)

II. BACKGROUND

PRSM is the first part of a three-part plan to modernize the financial management software in the California Department of Transportation (Caltrans). The three parts are:

- PRSM, which will enable Caltrans to effectively manage State employee time in its Capital Outlay Support (COS) program. This $1.2 billion-per-year program funds environmental studies, design services, construction engineering and right-of-way acquisition services for State Highway projects. Caltrans employs more than 10,000 people in COS. State employee time charges make up most of the costs in this program. PRSM will be Commercial-Off-The-Shelf (COTS) software.
- A Construction Management System (CMS)to replace the existing outdated system.
- An Integrated Financial Management System to replace the existing Transportation Accounting and Management System (TRAMS).

Most of Caltrans' financial management software was written in the 1960s through 1980s. The focus at that time was on recovering Federal Funds and on correct payment of contractors. Since then, transportation financing has become far more complex. Many new Federal, State and Local funding programs have been added, each with its own rules. There has also been an increased attention to the management of Caltrans' State employee and consultant resources. Caltrans has developed band-aid processes to address the new demands with the old software, but these are less than satisfactory.

III. JUSTIFICATION

Capital Outlay Support (COS) costs are spread across approximately 4,000 projects. At present, Caltrans is:

- Unable to obtain timely project cost information.
- Unable to reconcile project expenditures to the plan through other than manual methods.
- Unable to prevent unauthorized charging of labor to individual projects and therefore unable to control project labor costs.

PRSM is needed to ensure that COS works as efficiently as possible. Caltrans existing scheduling system, eXpert Project Manager (XPM) is failing and outdated. The XPM Company is no longer in business.

IV. PROBLEM STATEMENT (FROM PRSM FEASIBILITY STUDY REPORT)

a. What do the customers want to do that they cannot do at present?

Problem I: Caltrans cannot fully meet the reporting requirements as mandated by the Legislature and the California Transportation Commission.

Problem II: Substantial time and effort is required to develop resource-driven schedules.
Problem III: Project and functional managers are unable to status projects on a timely basis
Problem IV: Caltrans does not have the ability to perform critical path scheduling and assign individuals accordingly.
Problem V: Caltrans lacks the ability to identify skilled individuals and resource them to specific tasks.

V. PRODUCT SCOPE AND OUTCOMES

a. Description of the required product in enough detail, and only enough detail, to ensure an understanding of the expected outcome.

Use Commercial Off The Shelf (COTS) software to achieve the essential success factors from section VI below.

PRSM shall integrate scheduling and timekeeping. It shall:

- Allow portions of each project to be assigned to individual employees ("Task Managers").
- Allow Task Managers to update current schedules, labor hour estimates and assignments on their work using a web browser, while preventing them from making any other changes.
- Allow all employees to see current cost and schedule information using a web browser.
- Integrate with Staff Central to ensure that employees know what labor charges they are authorized to make on projects.
- Assist supervisors and managers to prioritize the work of their units.
- Assist supervisors and managers to estimate their future workload and plan for that workload.
- Compare project costs with the project budgets.
- Forecast the final cost of each project phase.

VI. PERFORMANCE MEASUREMENT (FROM PRSM VALUE ANALYSIS REPORT)

a. What factors will be used to determine whether the project is a success?

1. Meet the support cost reporting requirements of SB 45 for 100% of the State employee labor costs on STIP State Highway project components where the Department is Implementing Agency.
2. Provide project status data such as; plan vs. actual, earned value, cost performance indexing, etc. to our transportation partners on a near-time basis.
3. Realize efficiencies associated with entering initial workload estimates by WBS into an integrated, validating scheduling tool.
4. Reduce the manual effort required to compile information for the Program Resource Management semi-annual reviews.
5. Provide an enterprise scheduling tool to reduce the need for various shadow systems.

6. Provide project and functional manager desktop access to a statewide resource and scheduling tool to plan and status projects at WBS level 7.
7. Provide a tool that allows project team members to continually forecast and optimally commit resources.
8. Provide supervisors with current critical path and individual prioritized task information in order to reduce project completion times.
9. In order to utilize fixed cost resources more effectively, ensure that the staff with the most relevant skill-set is assigned to the right task
10. Provide the required numbers of software licenses & system security

b. Which of these factors is essential (pass/fail)?

The thirteen Functional Requirements listed below are the tentative minimum requirements for PRSM.

Objective #1 Meet the support cost reporting requirements of SB 45 for 100% of the State employee labor costs on STIP State Highway projects components where the Department is Implementing Agency.

FUNCTIONAL REQUIREMENT 1. Comparison of planned to actual costs

Objective #2 Provide project status data such as; plan vs. actual, earned value, cost performance indexing, etc. to our transportation partners on a near-time basis.

FUNCTIONAL REQUIREMENT 2. Comparison of planned to actual milestones completed

FUNCTIONAL REQUIREMENT 5. Allow users to download reports to Microsoft Excel, Microsoft Access, Crystal reports, and other ODBC compliant reporting tools

Objective #4 Reduce the manual effort required to compile information for the Program Resource Management semi-annual reviews.

FUNCTIONAL REQUIREMENT 6. Allow resource allocation to projects and tasks based on actual staffing requirements rather than utilizing straight-line resource allocation

FUNCTIONAL REQUIREMENT 8. Provide resource scheduling capability across multiple years

FUNCTIONAL REQUIREMENT 12. Provide a "what-if" analysis tools to improve forecasting and project scheduling

FUNCTIONAL REQUIREMENT 15. Support fixed and variable duration tasks

Objective #5 Provide an enterprise scheduling tool to reduce the need for various shadow systems.

FUNCTIONAL REQUIREMENT 23. Allow project managers to schedule tasks statewide by Work Breakdown Structure (WBS), Caltrans standardized hierarchical structure that defines work activities

Objective #6 Provide project and functional manager desktop access to a statewide the resource and scheduling tool to plan and status projects at WBS level 7.

FUNCTIONAL REQUIREMENT 21. Allow project managers and functional managers to directly access and update project plan information via their desktop or laptop accessing real-time project data, in a statewide database

Objective #7 Provide a tool that allows project team members to continually forecast and optimally commit resources.

FUNCTIONAL REQUIREMENT 35. Support the integration with the Human Resource System being implemented under TOPSS (Staff Central) (Transportation and Project Support System)

Objective #8 Provide supervisors with current critical path and individual prioritized task information in order to reduce project completion times.

FUNCTIONAL REQUIREMENT 26. Support the planning, scheduling and tracking of critical deadlines, activities, resources, and budgets

FUNCTIONAL REQUIREMENT 32. Utilize approved time sheet data to automatically update project plans each week, within one day of the required approval date

Objective #10 Provide the required numbers of software licenses & system security

FUNCTIONAL REQUIREMENT 45. Support at least 800 scheduling and resource users

VII. CONSTRAINTS AND ASSUMPTIONS SET BY THE SPONSOR

a. Resource constraints and assumptions

Staff resources for this project are estimated to range between from a low of 12 to a high of 18, as listed on page 54 of the Feasibility Study Report (FSR). Net project budget $11,572,294 (FSR Page 11), unless the Department justifies and DOF approves an increase in a Special Project Report.

b. Schedule constraints and assumptions

- The PRSM COTS solution shall be selected and a contract shall be awarded by February 24, 2006.
- PRSM shall be in use as the sole official State Highway project scheduling tool in every District by May 11, 2007.
- A Post Implementation Evaluation Report shall be submitted to the Department of Finance by November 11, 2008.

VIII. STAKEHOLDERS

a. List of Customers (who needs the product?)

See PRSM Communication Plan

b. List of Customer Representatives (named individuals who will review and test the product to ensure that it meets customer needs).

See PRSM Communication Plan

c. List of Influencers (Apart from the sponsor, who will need to approve various steps in the project execution?)

- Caltrans Chief Information Officer
- Caltrans Chief Financial Officer
- The Department of Finance
- The Department of General Services Procurement Division
- The proposed Department of Technology Services (or the present Teale Data Center)

d. List of Team Members (Whose help will be needed to produce the product?)

- See PRSM Communication Plan for other members.
- Technical Lead Legacy System: Mr. Guy Paulsell, Chief Delivery Systems Database Unit
- IT Liaison with Department of Finance: Ms. Ann Evans, Information Technology Program Project Management Division Chief

Nigel Blampied
PRSM Project Manager

Malcolm Dougherty
Chairperson, PRSM Steering Committee

Karla Sutliff
Chief, Division of Project Management

Richard D. Land
Chief Engineer